SYNOPSIS OF THE THESIS SUBMITTED TO MANGALORE UNIVERSITY FOR THE AWARD OF THE DEGREE OF DOCTOR OF PHILOSOPHY IN COMMERCE

Title of the Thesis

POLICIES AND PRACTICES OF EMPLOYEE RETENTION MANAGEMENT IN TELECOM SECTOR

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POLICIES AND PRACTICES OF EMPLOYEE RETENTION MANAGEMENT IN TELECOM SECTOR

1. INTRODUCTION

In the present competitive world as there is no dearth of opportunities for talented employees, if given an opportunity, they move from one organisation to another, in a short span of time. With the signing of World Trade Agreement in the year 1992, the number of private companies started to increase in India. This generated ample employment opportunities and also led to talent pooling competition among the organisations. Employees started to quit their jobs despite good positions and monetary benefits. Globally, employee turnover is expected to reach an average of 23.4% by 2018 in all sectors. In Asia, except Japan, all countries' employee turnover rate stands in double digit percentages. India stands next to China and Malaysia with employee turnover percentage of 17.7. **(Business Line, June 7, 2013).**

Globalised world is getting smaller and smaller. Innovative ideas and strategies are more valued and appreciated than the people and relationships. The major effect of globalisation includes rising migration of labourers nationally and internationally **(Sekara, 2008)**. This has led to the emergence of the issue of employee retention. Also, Government initiatives on industrialisation brought swift change in the structural and functional design of an organisation. Small and medium companies of production and service sectors have emerged as large-scale operators.

The competition for the best talents has created ample employment opportunities for job aspirants. Ample opportunities in the industrial sector and the individual requirements have resulted in a new arena of the job market **(Kniivila &Matleena, 2007)**. These developments have prompted employee to change their jobs, impacting the companies to face the problem of employee turnover. This has become a challenge for employers to retain skilled, talented and fruitful employees in the organisation for a longer period. Employee retention is an organisational phenomenon **(Allen et al. 2010)**. An organisation cannot exist without a talented and committed workforce. Employees are the major assets of an organisation. Employee retention is the ability of an organisation to retain its employees for a longer duration of time **(Eva et al, 2009)**. Employees leave an organisation out of frustration and constant friction with their superiors or other team members **(Bodjrenou et al., 2016)**. An organisation generally

consists of high performing and low performing employees. Low performing employees generally, are a liability to an organisation, therefore as well organisations should maximize its effort to retain the high performing employees. The management must try its level best to retain those employees who are really important for the system and are known to be effective contributors **(Eva et al, 2009).**

Employee turnover has no legal framework **(Ozoliņa-Ozola, 2017).** A business organisation cannot exercise its power on employees for leaving the organisation. The employee has the right to leave the organisation at any point of time. However, many business organisations try to identify the real reasons whenever an employee quits them **(Reyes et al, 2019).** Orientation, executive coaching, salary and fringe benefits are some of the methods that the organisations generally follow to achieve retain their employees. Apart from these, exit interviews, employee surveys and employee retention consultancy activities are conducted to achieve employee's retention **(Saifullah, 2014).**

A clear and hierarchical salary, administration and job description makes an employee stay longer in an organisation. Today, technology has made this work easy. In the context of the working environment, employees also aim into professional development. Employees expect continuous training and capacity building activity, reward and recognition for their effort, workplace management and loyalty from the organisation. If the organisation is able to achieve these expectations, the organisation becomes successful in employee retention and it will attain most preferred employer status also. Despite of offering handsome salary, annual training and promotion employees started to move from one organisation to another. This, clearly indicates that there are other influencing factors on employee turnover. This calls for redrafting traditional methods of employee retention strategies which increases employee's satisfaction towards organisation or new additions to organisations overall retention policies.

2. THEORETICAL AND CONCEPTUAL FRAMEWORK

The evolution and necessity of human resource management, the various dimensions of employee retention, the conceptual framework of the study and models are discussed in this chapter.

2.1 Employee:

The Cambridge English Dictionary defines employee as "someone who is paid to work for someone else". Employee is a person, who works for another person or a business firm usually for a financial consideration.

2.2 Employee Retention:

Employee retention is the ability of an organisation to hold its human resources for a longer time, **Dutta & Bannerjee, (2014).** Effective recruitment strategy has to be followed for ensuring employee retention. An organisation is the composition of human and material resources and it is evident that the organisation cannot exist without human resources. Monetary and non-monetary benefits, working environment, internal employee behavioral pattern, safety and security and the opportunity to grow are the factors which have higher influence on employee retention. Modern organisations focus on the training and development, monetary and non-monetary benefits, job security and the safety and security of the employees in order to bring down employee turnover. Today's organisations are facing various kinds of internal and external threats. Hence, handling and retaining employees has become a significant issue.

2.3 Employee Retention Management:

Employee retention management is a series of measures taken by the organisation to make its employees remain in the same organisation for a longer period of time. Employee retention is an effort by the company to maintain a working environment which supports the existing staff to remain with the company. It is always wiser to retain talented employees than to attract fresh candidates.

The term employee retention management is the derivative of the more general concept of human resource management. Human resource management is the process of

managing the people of the organisation with the human approach. Human resource approaches enable the managers of the organisations to see people as the important resource in the production process, **Ganeshan, (2014).** The human resource management in an organisation has the primary objective of the integrated development of the organisation as well as the well-being of the people who are involved in the organisational process. Apparently, effective management of people and upholding their dignity is the major concern of human resource management.

2.4 Employee Turnover:

Turnover is the measurement of the number of employees who leave an organisation during a specified time period **(BambooHR*).*** Turnover of employees is natural for any organisation. Many organisations accept the employee turnover when it is in small percentage within the acceptable limit, as the proverb says "fresh water comes only if you let old water to flow out". Low employee turnover helps the organisation to achieve its goal as against higher rate of employee turnover. What determines for low or high turnover rate is, how actual employee turnover compares to a typical or expected rate, which can change depending on industry, job type, company size, region, and more *(*https://www.bamboohr.com/hr-glossary/employee-turnover*).* For example: An insurance company should not base their analysis of organisational employee turnover on the expected turnover rate of a coal mining company and vice-versa.

2.5 Tele-Communication Industry:

The telecommunication sector is made up of companies that make communication possible on a global scale, whether it is through the phone or the Internet, through airwaves or cables, through wire or wireless. These companies have created the infrastructure that allows data in words, voice, audio, or video to be sent anywhere in the world. The largest companies in the sector are telephone (both wired and wireless) operators, satellite companies, cable companies, and internet service providers, **Beers, (2021).**

The Government has emphasized bolstering India's domestic telecom manufacturing capacity. Efforts are also underway to develop a foundational network for 5G technology deployment in India. In India, the reports from TRAI, says that the private access service providers held 89.99% market share of the wireless subscribers, whereas

Government owned BSNL and MTNL had a market share of only 10.01% as on November, 2018. With Vodafone India and Idea Cellular merger, Vodafone-Idea displaced market leader Bharti Airtel to second position and has become market leader with largest share of 35.94% that represents a subscriber base close to 420 million wireless users. This is followed by Bharti Airtel, Reliance Jio and BSNL that have a share of 29.17% with a wireless subscriber base of nearly 342 million, 23.17% (wireless subscriber base of ~271.5 million) and 9.71% (~114 million wireless subscriber), respectively

2.6 CONCEPTUAL MODELS

Over the decades many scholars and industry experts have developed their theories and models which have contributed to industry for studying and understanding the employees. Since, an independent theory and conceptual model on employee retention is not developed yet, organisations have followed and applied the theories and concepts which are found more realistic in employee management over a period of time. Some of the conceptual models which have been used in the present research are presented below.

2.6.1 Theory of social exchange

Social exchange theory believes that human relationships and social behavior are rooted in an exchange process. When the relationships become hard and risky, people prefer to get away from them. In a business establishment, social exchange theory says, that the employees work hard wherein if they find they are not paid well, they consider the organisation as a terrible place. Employee motivation, employee commitment and desire, make the employees decide their future in the organisation. Thus, social exchange theory highlights the importance of trust management. In other words, people who are involved in the social interaction process in a business establishment seek maximum profit from the organisation. These factors result in deciding an employee's future in the organisation, **Williams & Davies, (2005).**

Implication: Social exchange theory reveals the relationship between an individual and the society. Trust is the major indicator highlighted in the social exchange theory. The study on employee relationships in the telecom sectors considers social exchange as one of the factors that influences employee retention. This factor can be effectively considered in finding the reasons for employee turnover in the telecom companies.

2.6.2 Market forces:

Prevailing economic conditions and the job market in an economy also affect an individual's job decision. An economy with low opportunities of growth, high job competition and well-paid salaries may not be a decisive factor of employee turnover, whereas an economy with low competition and high potentiality to grow will definitely attract an individual to change the job very often. Industry analysts opine that, if the local economic conditions are better, employees are more likely to quit the job. This is because they get ample job opportunities outside the organisations they belong to. Attaching to an organisation creates a sense of belongingness among the employees, so that they might not prefer to leave the job immediately.

Implication: Market forces are the external reasons for turnover. The employer must understand the market forces such as competition, salary and professional growth etc. As the study tries to find the external reasons for turnover, and also the solution for turnover, this theory could facilitate finding of the reasons for the issue of employee turnover.

2.6.3 Model developed by Nancy Kumari, (2018):

The model developed by **Nancy Kumari, (2018)** presents seven independent variables that have an impact on employee's perception towards employee retention efforts of the organisation and ultimately on employee retention. The researcher analyzed and presented seven independent variables viz., Motivational Factors, Primary Hygiene Factors, Secondary Hygiene Factors, Project Environment Factors, Involvement Factors, Organisational Environment Factors, Growth & Recognition Factors. The study is elegantly designed and helped the researcher to look into the effort and result analysis of the organisation and employee satisfaction. The study also contains employers' perception. The data was collected through questionnaires. The study was conducted on IT employees at Bangalore.

2.6.4 Model developed by the researcher:

Based on extensive literature review of theories, concepts and models related to employee satisfaction, organisation behavior and retention of employees, the researcher has identified several factors that strongly influence the satisfaction level of employees. Every individual research work conducted earlier has identified one common factor which helps the retention of employees, i.e., increasing employee's

satisfaction level. An organisation cannot make its employees retain in the same organisation for a long run, unless and until it focusses on increasing employee satisfaction level. Retention of employees in the organisation and such identified variables were categorized into seven modules. They are, Competency Mapping, Opportunities for Career and Professional Growth, Employee Perception on Reputation of the Company, Motivational Factors, Management Factors, Promotion Factors and Personal Factors. Each module contains statements under it, in order to justify the impact of modules. Latest trend of the employees like working for reputed companies, expectations on competency mapping were also included in the model. The seven modules were considered as independent factors in the study and their influence on employee's satisfaction level was analysed. The impacts of these seven constructed modules were tested by formulating seven hypotheses.

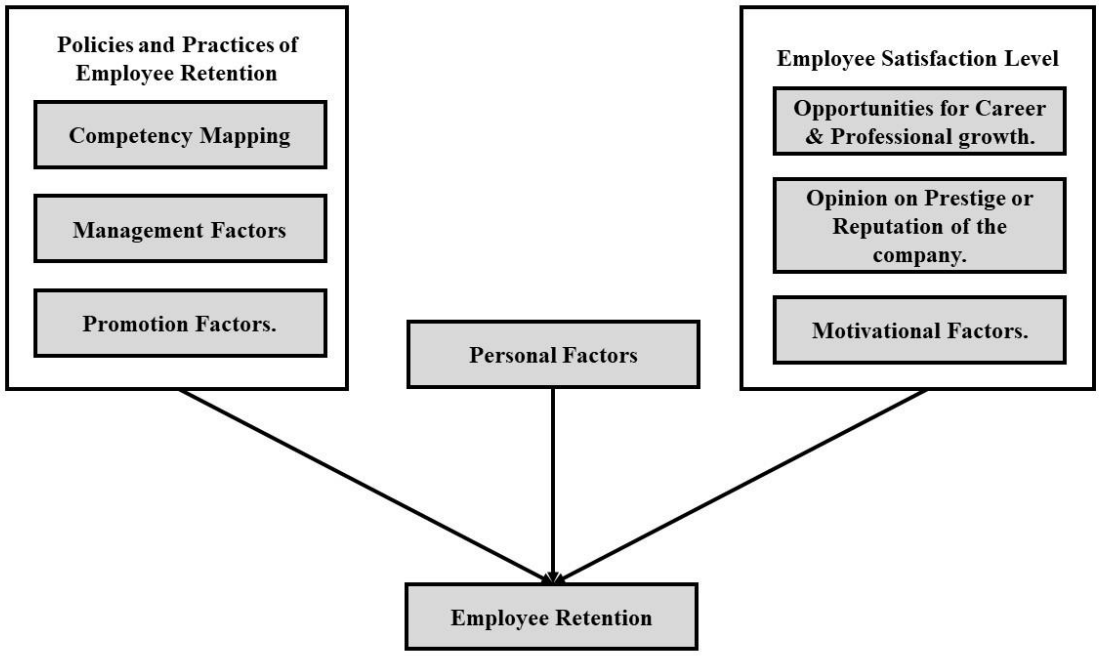

Figure 2.1: Employee Retention Model developed by the Researcher.

3. REVIEW OF LITERATURE

Pursuit of employee retention and talent management practices of successful companies, are fundamental elements to maintain their leadership and development in the marketplace. Employee engagement and retention leads to higher customer satisfaction and loyalty in the production or services sector.

For understanding the global trends in employee retention strategies and employee management, 78 research articles on various aspects of employee management such as employee satisfaction, employee engagement, employee motivation, employee turnover, employee retention etc., have been studied. 54 research articles from the Indian context are also reviewed to analyze and understand the Indian trend in employee retention.

	No. of Articles.
Indian Authors	54
Foreign Author	78 =132
Study in Indian Context	48
Study in Foreign / Global Context	84

Table 3.1: Table showing the number of Indian/Foreign research papers/thesis reviewed.

Human resources are the life-blood for any organisation. Even though most of the organisations nowadays are found to be technology driven, human resources are required to run the technology. They are the most vital and dynamic resources for any organisation. With all round development in each and every area of the economy, there is stiff competition in the market. With this development and competition, there are lots of avenues and opportunities available in the hands of the human resources.

Ettore, (1997) noted that employee retention and employee turnover are two faces of the same coin. Both the concepts are inseparable and each from the point of view of research it is impractical to study them in isolation or independently.

Folger and Konovsky, (1989), opined that employee turnover doesn't happen overnight. An employee studies the organisational environment and tries to find how

supportive it is for his/her individual benefit. In the course of time, the employee tries to check out the negative aspects of the organisation. This generally may take a longer period of time. In this process the transition happens and the employee plans to leave the organisation. If the organisation tries to identify the symptoms in this period of time and takes necessary actions, the employee attrition can be controlled

Fulmer *et al.*, (2003) suggested classifying the turnover and applying the strategies. When a significant portion of employees only stays for a limited time with a company, which is a pointer towards underlying problems that need to be explored and addressed by determining the most adequate measures. In response, managers have implemented HR policies and practices to actively reduce avoidable and undesirable turnover.

Mak & Sockel, (2001) suggested that organisation to have strategic advantage should retain its employees. Retaining a healthy team of committed and productive employees is necessary to maintain corporate strategic advantage. Hence, organisations must design appropriate strategies to retain their quality employees. These strategies may range from lucrative compensation packages to involving employees in every sphere of the functioning of the organisation

Raziq (2015), contrastingly mentioned that, if organisations pay no attention to the working-environment, it will result with an adverse effect on employee satisfaction and performance, causing retention levels too to fall.

Jasper (2007) identified superior-subordinate relationship as another major factor affecting employee retention. It has been defined as the relationship between the supervisor and the employee.

Allen *et al*. (2010) discussed the growth opportunities which were offered by the employers are reduced due to turnover intentions of employees. Lack of training and promotional opportunities has been the main cause for high-performers to leave the company.

Mobley (1982), added that turnover might interrupt job performance, when an employee who planned to quit became inefficient. Combating retention problems is a challenging task. Extensive policy debate is required to combat this problem. Employee turnover is always a challenge for the human resource managers of an

organisation. People often join and quit the organisation for many reasons. Employee turnover is the process of quitting the organisation.

Krishnan (2011), examined how employee turnover takes place in the leading telecom companies of Karnataka. The study suggests job enrichment, job rotation, setting the monitor mechanism and providing employment opportunities for an employee's spouse as the major solution for the problem. Involving the employees in the decision-making process and recognition and reward system are also a solution for the problem.

3.2 Summary of literature review

Employee turnover is the major challenge that hinders the telecom industry in the state. Telecom sector in Karnataka faces challenges in retaining the employees for a considerably longer duration. Increased number of IT companies, MNC headquarters locating at Bengaluru, increased number of online sellers, facilitate poaching the employees of telecom sector. Development of quality working atmosphere, fair salary and compensation, setting opportunity for future growth, rewards and awards and other welfare programmes improve the quality of employees in the state and to retain them in the industry for a long time.

There are many independent factors which determine and influence attrition level and employee turnover. Employees job hopping will not be decided overnight. Employee will compare between the organisations about the benefit. This is the stage generally recognized as stage of attrition. 85 % to 90 % of the attrition turn into employee turnover. Many research works have been carried out on learning the symptoms of attrition. Remedies have also been suggested by the researchers. Extensive research works have also been conducted on employee turnover and retention. Research work concentrated on compensation, job security, work life balance and promotion aspects are large in number. Researchers from different parts of the world have conducted their best researches in the field of employee retention.

3.3 Research Gap

The researcher has identified following research gaps in the field of knowledge about employee retention.

1. The crucial research gap identified for this study is, employee retention in telecom sector has not been researched in Karnataka state.
2. Researcher holds the opinion that, any study on employee retention policies, practices and employees' expectations would be justifiable only if the reasons for leaving the previous organisation has been traced. Previous research works have not focused on identifying the reasons for leaving the job.
3. Most of the studies have focused on learning the impact of one or two influencing factors on employee retention. Researcher opines that the impact of policies and practices of an organisation on employees can be better evaluated by analysing employee's satisfaction level using various updated parameters. Because there are many factors which may lead to satisfaction or dissatisfaction.
4. Right job for the right person creates pleasant working environment. It calls for providing updates on employee's expectations, job analysis and task assignment to industries. Employees expectation about task assignment and competency mapping has not been explored in collate with organisational phenomenon using latest parameters in previous research works. Researcher has agreed that, study on competency mapping has to be the part of this research.
5. Working for a reputed company is one of the major shifts in life style of youth. Promoting company itself as a brand has not been explored in detail by the previous research works, which plays a major role in motivating the employees to continue in the present organisation.
6. Along with organisations inside factors influencing employees stay in the organisation, there are some external factors which are significantly responsible and influence the employee not to change the job. This has not been explored by presenting different parameters.
7. Promotion is one of the basic requirements of employees. Even the organisation cannot ignore the event of promotion. There is no substitute available to promotion. So, the researcher opines that it is highly recommended for exploring different aspects of promotion in the modern context.

4. STATEMENT OF THE RESEARCH PROBLEM

Organisations find it economical and convenient to retain the existing talented workforce, rather than recruiting new. Retaining employees involves understanding their interests, expectations and perception about organisations. Management is not in a position to stop employee turnover to cent percent, but can reduce it to a great extent by studying employees in depth.

Employee expectations will change from time to time. Some factors of employee turnover are common to all organisations and some are unique to some organisations and some are unique to individuals. In the early decades of Industrialisation, getting job was a matter of food, dress and shelter. Even if the working environment was not favorable to the employees, they did not think of leaving the job. Job was a matter of survival in the past. Later with the introduction of IT's and MNCs people started to work for good standard of living. Survival is not a matter for the employees as their parents secured it. Now at the present era of digitalisation opportunity to change job is available at the fingertip, hence motivating and holding the employees has become a real challenge. Organisations cannot hold on to the traditional method to motivate the employees to stay long. Even the traditional practices of employee motivation factors like salary, promotion, delegation of authority has to be explored in new perspectives. Indian telecom companies are on the way to meeting international level quality in service. Considerable technological advancement has been incorporated in the last five years in the telecom sector. But certain issues are affecting the growth of telecom companies. Retention of skilled and talented employees is one of the key issues among them. Government undertakings like BSNL don't face the problem of employee turnover, as getting the govt job is eternal goal of every individual. A negligible number of employees left job from BSNL and joined private organisation due to their individual interest. But private telecom operators face the issue of employee turnover. With the change in corporate trends, employee expectations and organisations strategies that will keep on changing, strategies which were followed by organisations a decade ago may not hold good in the present condition. These issues inspired the researcher to take up the study titled, **"POLICIES AND PRACTICES OF EMPLOYEE RETENTION MANAGEMENT IN TELECOM SECTOR"** for the research.

5. RESEARCH QUESTIONS, OBJECTIVES AND HYPOTHESIS

5.1 Research Questions

The present study has been initiated with the following research questions.

1. To overview the trend and status of employee turnover in telecom industry.
2. To study the internal and external factors responsible for employee turnover in telecom industry.
3. To suggest remedies for reducing employee turnover in telecom industry.

5.2 Objectives of the Study

The present study is aimed at analyzing the following research objectives.

1. To analyze the demand and supply trends prevailing in job market and the causes for it.
2. To review the literature, discuss the theories and concepts on retention management practices.
3. To study the expectations of employees over and above the existing practices which aims at retaining talented employees for longer duration in the organisation.
4. To suggest industries to focus on factors which significantly influences on satisfaction level of employees.
5. To pool the opinion of HR managers about employee retention policies and practices prevailing in the telecom industry

5.3 Research Hypothesis

Based on the review of literature, conceptual aspects related to the study and keeping in view the objectives of the study, following hypotheses are formulated and tested in the present study.

1. **H_1.** Competency mapping of employees before assigning the task significantly increases the employee satisfaction level.

   H_0. Competency mapping of employees before assigning task does not significantly increase the employee satisfaction level.

2. **H_1.** Providing opportunities for Career and professional advancement in the organisation increases the satisfaction level of employees.

   H_0. Providing opportunities for Career and professional advancement in the organisation does not increase the satisfaction level of employees.

3. **H_1.** Reputation of the company has a significant influence on increasing the employee's satisfaction level.

   H_0. Reputation of the company has no significant influence on increasing the employee's satisfaction level.

4. **H_1.** Organisation's credibility significantly motivate the employees to continue in the same organisation for a longer period.

   H_0. Organisation's credibility does not significantly motivate the employees to continue in the same organisation for a longer period.

5. **H_1.** Employee management factors will significantly increase the employee satisfaction level.

   H_0. Employee management factors does not significantly increase the employee satisfaction level.

6. **H_1.** Promotion policy and practice of the organisation has significant influence on employee retention.

   H_0. Promotion policy and practice of the organisation does not have any influence on employee retention.

7. **H_1**. The personal factors of the employees are also responsible for employee's continuation in the present organisation.

   H_0. The personal factors of the employees are not responsible for employee's continuation in the present organisation.

6. RESEARCH METHODOLOGY

6.1 Research Population

There were eight private companies and one Govt company offering telecommunication services in Karnataka during the year 2014. Later in 2015, Reliance Jio was introduced in the telecommunication industry. In 2016 Aircel merged with Reliance Communications and MTS was also taken over by RCom.

Later in 2017 RCom became defunct. However, the merged entity filed bankruptcy in 2019. Telenor (formerly known as Uninor) was acquired by Airtel in 2017. And in the same year Airtel took over Tata Docomo split company Tata Teleservices. Vodafone

and Idea also merged to form VI (Vodafone -Idea ltd.) in 2018. Hence researcher has selected three service providing companies for the study. In each company there are three classes of employees among executive staff. They are top level executives, middle level and entry level staff. Their place of work is the headquarters of companies which are situated at Bengaluru which is the capital of Karnataka state. There are about 790 employees working in each company. Total population 790x3=2370

6.2 Sample size

Yemen's formula has been used in order to decide the appropriate number of sample respondents required to validate the study.

The formula for finding out the sample size from the population of employees is

$N/(1+N(e)^{2.}$ Where N=population, e=0.05 (Yamene, 1967).

Population =3 company x 790 employees = 2370 employees.

Sample Size = Population/ [1+ Population*$(0.05)^2$]

= 2370 / [1+ 2370 * $(0.05)^2$]

= 2370 / [1+ 2370 * (0.0025]

Sample size = 342

6.3 Distribution of sample

The given below table no. 6.3.1 shows the distribution of sample. The formula suggests, collecting of responses from a minimum of 342 numbers. There are about 790 operational executives in each company (average). The questionnaire has been sent to the employees of 3 companies through HR managers. A sample of 150 from each company has been selected for further analysis. The multistage sampling method is applied to collect the primary data.

This sampling method is justified as follows. The whole telecommunication sector is downsized into the telecom companies in the first stage of sampling. The second stage is preceded by identification of different categories of employees working in the telecom companies and operational executives are selected for the study. After these two stages, the questionnaire link has been given to HR managers in order to circulate among all the three categories of executive employees. A minimum of 150 respondents were asked to fill the questionnaire from each company (150x3=450). Filtered samples of 440 numbers from all together were considered for further analysis. Hence, the

multistage sampling method is justified to collect the samples from the telecom companies.

Table No. 6. 1 Distribution of sample

Name of the companies	**Airtel**	**Reliance Jio**	**Vodafone - Idea**
No. of employees (population)	790	780	800
Average number of employees	790 (i.e., 790+780+800=2370/3)		
Designation of staff	Operational executives	Operational executives	Operational executives
Sample required for the study (based on Yemen formula)	342		
Sample resized by the researcher (rounded off)	440		
Questionnaire distributed to each company	150	150	150
Total response received	450		
Total number of responses rejected due to bias error	10		
Sample finalized by the researcher for further analysis	440		

6.4 Data Collection

The research study is exploratory and descriptive in nature. The primary data for the research was based on the field survey and personal interviews with the sample employees and HR managers of the companies with the help of structured questionnaires. Questionnaires developed with the help of software, which is convenient and time saver. Secondary data gathered from records and documents maintained by the companies, TRAI reports, DOT reports, research papers, doctoral dissertations, HR magazines etc. Consultation with industry HR personnel has been done. This has helped in understanding the burning issues of retention management.

6.5 Primary Data

Primary Data was collected from the employees working in the telecom industry, headquartered at Bengaluru, using a structured questionnaire method and personal

interview method. Questionnaires have been sent to employees through the HR managers, direct mail and printed form. In order to explore the ideologies of the employer/ HR team a short answer descriptive questionnaire has been sent over mail to HR managers.

6.6 Secondary Data

The secondary source of information was collected from journals, magazines, publications, reports, books, dairies, periodicals, articles, research papers, published and unpublished thesis, websites, company publications, manuals and booklets. The detailed statistics about telecom companies operating in Karnataka were obtained from annual reports of companies, circulars from DOT and TRAI.

6.7 Pilot Study

In order to validate the study under research, a questionnaire was prepared and sent to the employees at convenience. The researcher applied the Cronbach Alpha method to test the reliability and flexibility of the study. After eliminating 8 variables with loading less than 0.70, the value is found to be 0.968. which is above the required benchmark value of 0.70. It implies the statement in the questionnaire is highly reliable and suitable for the main study.

During pilot study, it was also noticed that understanding the reasons why the employees left their previous job would also be conducive for further study. Hence, a multi-choice checkbox question was included in the study questionnaire.

6.8 Questionnaire Design

The primary data was collected through a questionnaire survey and scheduled online/ offline interview with HR staff who are playing a key role in employee retention. The respondents are asked to give their acceptance/ satisfaction towards the policies and practices of the organisation.

1. The first part of the Questionnaire comprises personal factors, to identify the socio-economic background of the employees.
2. The second part of the questionnaire consists of statements to identify the employee retention variables namely: competency mapping, motivational factors, management factors, reputation of the company, career & professional development factors, to understand the level of satisfaction.
3. The questionnaire consists of a multiple-choice question in order to trace the reasons for employees leaving their previous organisation.

6.9 Scaling technique used in the questionnaire

The close-ended questionnaire is used in this study which comprises of both optional type questions and statements type of questions in Likert's 5-point scale. The responses were obtained from the people who work in telecom industry located in Bangalore city. The 5-point scales range as follows (1 - Strongly agree 2 - Agree 3 - Neutral 4 - Disagree 5 –Strongly Disagree)

7. SCOPE AND LIMITATIONS OF THE STUDY

7.1 Scope of the Study:

The research study was conducted in 3 telecom companies. They are Airtel, Reliance Jio and Vodafone Idea Ltd. All the selected companies are private companies. The study is conducted to examine the effect of staff turnover, different dimensions of staff turnover, reasons for staff turnover, controllable and uncontrollable factors which result in staff turnover and different strategies by management to reduce employee turnover.

7.2 Utility:

Studies on retention strategies has gained more and more attention from researchers in recent years. There are only a few studies conducted on retention management in the telecom sector. Therefore, the present study is planned to explore the aspects of policies and practices in the telecom sector which increases the satisfaction level of employees. The findings from this research will add some reliable and stable ideology to the field of retention practices. The study is planned to design in such a way that it covers ideas and expectations of both management and employees. It is expected to generate acceptable strategies in the field of retention management. The study also aims at collecting the reasons why they had left their previous organisation. A strategic retention-oriented policy can be formed only if the reasons to leave the previous organisation are explored.

7.3 Limitations of the study.

It is imperative to emphasize certain limitations to which the study is subjected to. The study is an empirical work presented in a descriptive manner. The following are the limitations of the present study.

1. The study is based on a survey method using a simple random sampling technique. Analysis will be done on the basis of opinions expressed by respondents and observations of only private companies.

2. Even though selected companies are operating nationwide and some are globally, the study is limited to the extent of Karnataka state only.
3. Every company generally has got different cadres of staff. But this study is focused only on executive level staff.
4. The study does not include the scope and use of exit interviews.

8.0 CHAPTER SCHEME.

Chapter- I. INTRODUCTION:

This chapter includes an introduction to the study, technical aspects of the study, summary of previous researches, research gap, statement of the problems, objectives of the study, hypothesis of the study, research methodology, scope of the study, significance of the study, contribution of the study to the field of knowledge, limitation of the study and chapter scheme.

Chapter -II. CONCEPTUAL AND THEORETICAL FRAMEWORK:

This chapter focuses on theories which strengthen the present study. Since there is no independent theory of employee retention, this chapter is intended to draw a conceptual framework related to growth and importance of retention strategies in the telecom sector. This chapter covers study of the existing policies for staff retention, promotion, overall HR condition in relation to retention and commitment.

Chapter -III.REVIEW OF LITERATURE:

This chapter covers the literature review related to employee retention management practices. Articles published in different journals; magazines are summarized in this chapter. Doctoral and M. Phil. dissertations on the area of retention management are also summarized here.

Chapter -IV. PROFILE OF THE COMPANIES:

This chapter gives brief explanation on industry profile of telecom sector. The details of companies under study are also presented. Their operations, market share, employee numbers etc. will be discussed in this chapter.

Chapter-V. POLICIES AND PRACTICES OF EMPLOYEE RETENTION MANAGEMENT: HR PERSPECTIVE

This chapter deals with the study of management's perception about retention strategies, their offerings to employees, their considerations while framing the retention policies, development of commitment towards the company, and their ability to absorb the staff turnover in the short run.

Chapter-VI. POLICIES AND PRACTICES OF EMPLOYEE RETENTION MANAGEMENT: KEY DETERMINANATS (DATA ANALYSIS)

This chapter discusses the various determinants to understand the acceptance and impact of policies and practices on employee satisfaction level. Concept of retention policies, management of employees, its importance in organisation for profitability and sustainability are analysed using statistical tools, testing of hypotheses is also conducted in this chapter.

Chapter-VII.SUMMARY AND CONCLUSION:

This chapter summarizes the overall discussions made in the previous chapters. This chapter depicts the major findings of the research, new ideas generated during the study, suggestions to the management to improve policy making decisions. This chapter also provides suggestions to the future researchers in the area of retention management.

9. DATA ANALYSIS

The present study dealt with seven hypotheses in order to test whether the employee satisfaction level is influenced by policies and practices of their organisation. Organisation can easily retain satisfied employees. External factors, personal factors, policies and practices which are followed by the organisation today are categorized into seven constructs. Like; competency mapping, opportunity to career, professional growth, reputation of the company, motivational factors of organisation, promotion factors and personal factors. There are a total of three dependent variables and forty-seven independent variables. The relationship and influence of these independent factors on dependent variables are tested by using ANOVA.

9.1 Factor Analysis

The below Factor Analysis table (Table No-6.27) shows the details of factor analysis performed on components of competency mapping, opportunities for career and professional development, employees' opinion on prestige or reputation of the company, organisation culture, management factors, promotion factors and personal factors influencing the satisfaction level of employees and help the organisation to make the talented employees remain in the organisation for a longer period.

KMO test states whether the sample size is adequate enough for factor analysis and Bartlett's test states whether there is significant correlation among variables. KMO value of 0.5 and greater can be accepted to go for factor analysis and significant p value< 0.01 (α) states that significant correlation exists among the variables.

It is also observed from the below table no. 9.1.1 that all of the selected components have KMO values greater than or equal to 0.9 and the Bartlett's test significance value (p value) for all the components are less than 0.01 (α).

	Kaiser-Meyer-Olkin Measure of Sampling Adequacy.	**Bartlett's Test of Sphericity Approx. Chi-Square**	**d.f**	**significance**
Competency mapping	0.819	1095.958	10	0.000**
Opportunities for career and professional development	0.909	1590.292	36	0.000**
Employees opinion on prestige or reputation of the company	0.872	1077.025	10	0.000**
Motivational factors in the organisation	0.896	1230.791	36	0.000**
Management factors influencing the stay of employees in the present company	0.920	1452.464	28	0.000**
Promotion related factors influencing the stay of employees in the present company	0.805	615.473	10	0.000**
Personal factors influencing the stay of employees in the present company	0.856	797.790	10	0.000**

Table No- 9.1: Factor Analysis: Source: Primary Data

9.2 Reliability Analysis of employee questionnaire:

Cronbach's Alpha reliability coefficient is used to find out how far the data collected by using Likert's Five Point Scale is reliable. The reliability coefficient ranges from 0 to 1.

A reliability coefficient of 0.7 or greater is generally said to be reliable in literature and can be used for further analysis. Cronbach's Alpha reliability coefficient is calculated

for the respondent's response for all the questions in Likert's scale under various categories in the questionnaire.

The reliability coefficient has been calculated for total respondents (n=440). Cronbach's Alpha value extracted by using Jamovi Statistical Tool is presented in the following table no. 9.2.1

Scale Reliability Statistics	
	Cronbach's α
Scale	0.968

Table No. 9.2 Scale Reliability Statistics of employee questionnaire

9.3. TESTING OF HYPOTHESIS

9.3.1 Hypothesis I Competency mapping

H1: Competency mapping of employees before assigning the task significantly increases the employee satisfaction level.

H0: Competency mapping of employees before assigning task does not significantly increase the employee satisfaction level.

Table 9.3: Table showing ANOVA results for Competency Mapping

Model		Sum of Squares	d.f	Mean Square	F	Sig.
1	Regression	191.252	5	38.250	154.473	.000[b]
	Residual	107.467	434	.248		
	Total	298.718	439			

The level of significance set by us is 1% (i.e., α = 0.01) **Source: Primary Data**

The above table no-9.3 reveals that p-value is less than the α value. Hence, the null hypothesis is not accepted and instead the alternative hypothesis is accepted. This

indicates that Competency mapping of employees significantly increases the employee satisfaction level, which in turn helps in employee retention.

9.3.2 Hypothesis II- Opportunities for career and professional development:

H1: Providing opportunities for Career and professional advancement in the organisation increases the satisfaction level of employees.

H0: Providing opportunities for Career and professional advancement in the organisation does not increase the satisfaction level of employees.

Table No-9.4: Table showing ANOVA results for Opportunities for Career and Professional Development

Model		Sum of Squares	d.f	Mean Square	F	Sig.
1	Regression	201.746	9	22.416	89.522	.000[b]
	Residual	107.672	430	.250		
	Total	309.418	439			

The level of significance set by us is 1% (i.e., $\alpha = 0.01$). **Source: Primary Data**

The table no-9.4 reveals that p-value is less than the α value. Hence, the null hypothesis is not accepted and instead the alternative hypothesis is accepted. This indicates that Providing opportunities for Career and professional advancement in the organisation increases the satisfaction level of employees.

9.3.3 Hypothesis III Employees opinion on prestige or reputation of the company

H1: Reputation of the company has significant influence on increasing the employee's satisfaction level.

H0: Reputation of the company does not have significant influence on increasing the employee's satisfaction level.

Table No-9.5: Table showing ANOVA results for Employee opinion on Reputation of the Company.

Model		Sum of Squares	D.f	Mean Square	F	Sig.
1	Regression	203.576	6	33.929	138.805	.000[b]
	Residual	105.842	433	.244		
	Total	309.418	439			

The level of significance set by us is 1% (i.e., α = 0.01) **Source: Primary Data.**

From the above table no 9.5 it is clear that p-value is less than the α value. Hence, the null hypothesis is not accepted and instead the alternative hypothesis is accepted. This suggests that, reputation of the company acts as a motivational factor on the employees to continue in their present company.

9.3.4 Hypothesis IV Organisation credibility.

H1: Organisation credibility significantly motivates the employees to continue in the same organisation for a longer period.

H0: Organisation credibility does not significantly motivate the employees to continue in the same organisation for a longer period.

Table No-9.6: Table showing ANOVA results for Motivational Factors.

Model		Sum of Squares	d.f	Mean Square	F	Sig.
1	Regression	76.047	9	8.450	15.569	.000[b]
	Residual	233.371	430	.543		
	Total	309.418	439			

The level of significance set by us is 1% (i.e., α = 0.01). Source**: Primary Data**

From the analysis of the table no 9.6 it is revealed that p-value is less than the α value. Hence, the null hypothesis is not accepted and instead the alternative hypothesis is accepted. This depicts that intrinsically developed motivational factors of the organisation have a major contribution in retention of the employees.

9.3.5 Hypothesis V Employee Management factors influencing the stay of employees in the present company:

H1: Employee management factors will significantly increase the employee satisfaction level.

H0: Employee management factors will not significantly increase the employee satisfaction level.

Table No-9.7: Table showing ANOVA results for Employee management Factors.

Model		Sum of Squares	d.f	Mean Square	F	Sig.
1	Regression	206.741	8	25.843	121.096	.000[b]
	Residual	91.978	431	.213		
	Total	298.718	439			

The level of significance set by us is 1% (i.e., $\alpha = 0.01$)

Source: Primary data

The above table numbered 9.7 depicts that p-value is less than the α value. Hence, the null hypothesis is not accepted and instead the alternative hypothesis is accepted. This indicates that Management factors influence the employees to continue in the present organisation.

9.3.6 Hypothesis VI - Promotion related factors influencing the stay of employees in the present company.

H1: Promotion policy and practice of the organisation has significant influence on employee retention.

H0: Promotion policy and practice of the organisation does not have significant influence on employee retention.

Table No-9.8: Table showing ANOVA results for Promotion related Factors.

Model		Sum of Squares	d.f	Mean Square	F	Sig.
1	Regression	194.882	5	38.976	162.907	.000[b]
	Residual	103.837	434	.239		
	Total	298.718	439			

The level of significance set by us is 1% **Source: Primary Data**

As depicted by table no 9.8 that p-value is less than the α value. Hence, the null hypothesis is not accepted and instead the alternative hypothesis is accepted. This

indicates that the Promotion policy of the organisation has significant influence on employee retention.

9.3.7 Hypothesis VII - Personal factors influencing the stay of employees in the present company

H0: The personal factors of the employees are also responsible for employee's continuation in the present organisation.

H0: The personal factors of the employees are not responsible for employee's continuation in the present organisation.

Table No-9.9: Table showing ANOVA results for Personal Factors.

Model		Sum of Squares	d.f	Mean Square	F	Sig.
1	Regression	311.389	5	62.278	747.956	.000[b]
	Residual	36.136	434	.083		
	Total	347.525	439			

The level of significance set by us is 1% (i.e., $\alpha = 0.01$) **Source: Primary Data.**

The table no-9.9shows that p-value is less than the α value. Hence, the null hypothesis is not accepted and instead the alternative hypothesis is accepted. This suggests that the personal factors of the employees are also responsible for the employee's continuation in the present organisation.

9.10 Consolidate table showing result of hypothesis tested:

S.No.	Alternate hypothesis	Null hypothesis	Accepted/ Rejected
1.	Competency mapping of employees before assigning the task significantly increases the employee satisfaction level.	Competency mapping of employees before assigning task does not significantly increase the employee satisfaction level	Alternate hypothesis is accepted.
2.	Reputation of the company has a significant influence on increasing the employee's satisfaction level.	Reputation of the company has no significant influence on increasing the employee's satisfaction level.	Alternate hypothesis is accepted.
3.	Reputation of the company has a significant influence on increasing the employee's satisfaction level.	Reputation of the company has no significant influence on increasing the employee's satisfaction level.	Alternate hypothesis is accepted.
4.	Organisation credibility significantly motivate the employees to continue in the same organisation for a longer period.	Organisation credibility does not significantly motivate the employees to continue in the same organisation for a longer period.	Alternate hypothesis is accepted.
5.	Employee management factors will significantly increase the employee satisfaction level.	Employee management factors does not significantly increase the employee satisfaction level.	Alternate hypothesis is accepted.
6.	Promotion policy and practice of the organisation has	Promotion policy and practice of the organisation does not	Alternate hypothesis is accepted.

	significant influence on employee retention.	have any influence on employee retention.	
7.	Competency mapping of employees before assigning the task significantly increases the employee satisfaction level.	Competency mapping of employees before assigning task does not significantly increase the employee satisfaction level	Alternate hypothesis is accepted.

10 KEY FINDINGS, SUGGESTIONS AND CONCLUSION

10.1 FINDINGS BASED ON HYPOTHESIS TESTED

1. Alignment of employees for the job based on their competency and skill makes the employees comfortable in executing the job, thereby increases the satisfaction level about the work and organisation. (Hypothesis 1).

   Employees agree that competency mapping as a part of recruitment strategy and deputing an employee after critical evaluation of his/ her skill and talent helps them work with pleasure and satisfaction. Increased satisfaction level of the employees makes the retention work of the organisation easier. The responding company's employees are happy that in their organisation tasks are assigned after mapping and identifying whether an employee has required talent or not.
2. Opportunities available to employees for career and professional advancement in the organisation give more satisfaction. Employees feel happy to work for such an organisation. (Hypothesis 2). Opportunity to strengthen the career and grow professionally increases the sense of the belongingness towards an organisation. Expected job role and anticipation of a good career in the future increases the satisfaction level of employees and reduces the chance of employee turnover. Out of the total respondents 90 % have agreed that when there is opportunity for career and professional growth, that itself motivates the employees to stay back for a longer period.
3. Reputation and brand name of the company also plays an influencing role in retention of employees. (Hypothesis 3). Employee's satisfaction towards the organisation is found more when they are working for a reputed company and when they are appreciated in the job market because of the brand built by the company.

4. Each organisation has its own motivation factors. In corporate world it is termed as organisation credibility. These factors are not built overnight. Over the years based on the policy and practices of the organisation these factors are built. These factors significantly help the organisation to hold its employees for a longer period. Employees feel satisfied towards the organisation which has good working environment, work life balance, growth-oriented training, due consideration to each employee in decision making, promotion, opportunity for growth, rewards, recognition and job security. (Hypothesis 4).
5. Administrative factors related to employee management play a larger role in motivating the employees to remain in the organisation for a longer duration. Fair treatment of all the employees, performance-based pay culture, catering to employee's individual growth needs make the retention work easier. Flexible working hours along with non-monetary benefits increases the satisfaction level of the employees. (Hypothesis 5).
6. Employees expect that they should reach suitable hierarchical position over a reasonable time. This can be ensured only if promotion policy of the organisation is best enough. Communicating key performance indicators to employees in regular intervals helps the employees to forecast the promotion. Employee would be happy when he is promoted for the next hierarchical post instead of recruiting a new person to the post. (Hypothesis 6).

   Promotion policy must be diplomatically planned. Because it creates chaos in the organisation when the right person is not promoted to higher cadre. The organisation should guarantee that employee should attain good position over the years based on his performance.
7. Personal factors significantly influence on employees. In some cases, employee retain in a company for a very longer duration. It cannot be assumed that it is due to the organisational effort to retain him. There are some external or personal factors which influences his stay. The major influencing external factor is family commitment. Family status, size of the family, a greater number of dependents will result in increased financial commitments. Changing the job will add to the problem of financial commitments. In some instances, changing the job is prevented by external environments like downfall in the economy, lack of employment opportunities. (Hypothesis 7).

10.2 KEY FINDINGS BASED ON DISCUSSION WITH HR

1. The modern-day approach of employee retention begins with "Hiring the right person to the right job." Hiring the right person for the right job and trying to understand the pain of employees and also trying to reduce it from management's perspective could help in better employee retention". If the right person is recruited to the right job, the job of retention is half done with. Then there will be less chance of employee turnover.
2. "One size does not fit everyone". Based on the Organisation's core business model, different kinds of retention strategies should be used. There is different flavor need to bring in manufacturing vs. services vs. technology organisations. Some factors of employee turnover are common to all organisations and some are unique to some organisations and some are unique to individuals.
3. The organisation should create such a working environment which allows the employee to enjoy what they do and the atmosphere in which they work are more likely to remain employable within their organisation. Effective performance management system is critical for identifying and retaining right talents.
4. Generally, there are two approaches followed around the industries to reduce the employee turnover; Reactive and proactive approach. Reactive approach is most commonly followed and also it is easy to execute, like offering promotion or salary hike whenever employees submit their resignation. Whereas the proactive approach is having long visions and requires a team of strategic executive HR staff, who can read and analyze employee mindset. A proactive approach always ensures that employees are valued. It always motivates the employee to continue in the present organisation by increasing their satisfaction level.
5. Most of the people leave their managers, not the organisation. People don't leave organisations; they leave people because of poor leadership. Having leaders instead of bosses within the department helps to reduce friction between superiors and subordinates. People would love to work with leaders whom they can trust. Organisations can flourish only if people perform. A healthy superior subordinate relationship helps to get the best outcome from available resources.

10.3 FINDINGS BASED ON THE ANALYSIS OF DEMOGRAPHIC FACTORS

1. Age of the employee has a significantly influence on the satisfaction level towards job and organisation. The respondents who are under the age group of 35 or less, are more likely to change their job. With the increase in age, the employees would like to settle down in the company where they are more valued.
2. Responding employees who have married and have children are less interested in job hoping than the employees who are not married and don't have children. Children's health, school education are the factors influencing against frequent job changes.
3. Hierarchical position perfectly balanced with years of experience increases employee's satisfaction level which in turn makes them to continue in the organisation for a longer period. The chances of employee retention increased with the increase in employee's tenure in the organisation due to increase in overall level of satisfaction. Monthly income received by the employee has a strong influence on his/her decision to continue or leave the organisation.

10.4 SUGGESTIONS TO THE ORGANISATIONS

1. HR Department can establish a separate wing or branch for competency and skill analysis of the employees. Duty of evaluation of employee's talent and skill has to be analysed by this wing during the time of recruitment. This largely affects the work involvement of employees and gives more and more satisfaction about the job and organisation.
2. Organisation may design training and development programme for improving employee's competency to the next level. Quality of the training and development programme has to be high, rather than the number counts of training programmes.
3. The option of job shadowing can be provided to new on-board employees. Job shadowing is on the job learning technique. It allows the employee to closely observe and learn the job. This helps newly joined employee to get trained in a comfortable, time saving and effective manner.

4. Instead of laying down procedural boundaries for completion of tasks, organisations can provide opportunities for utilizing employees' own skills. This not only motivates them to dedicated work involvement but also improves the quality of product and services offered by the organisation.
5. Organisation can focus on building its name as esteemed brand in the industry. As the brand image of company is one of the strong motivating factors in retention of employees, organisation has to make sincere efforts to build the name of company as a reputed brand in the industry.
6. Organisation has to ensure the transparency in promotion of the employees. Enough inputs have to be provided to the employees in order to forecast the promotion dues. This can be done by communicating key performance indicators of each employee. Practically executable promotion policies have greater impact instead of promising false oaths.
7. Before advertising for the recruitment for the key positions, organisations can consider the eligible employees within the organisation. Promotion within the organisation may prove itself to be a strong determinant in reducing employee turnover.
8. HRD should conduct exit interviews, engagement and culture surveys to understand the changing expectations of the critical workforce, periodically. The inputs collected during exit interview will help to develop policies relating to employee retention.
9. Team leaders have maximum displeasure to leave the job compared to the other designations. Hence, it is suggested that the team leaders should be empowered through strong reward and recognition policies and this would enhance their continuity in organisations. Empowered employees can supervise, motivate and delegate more decisions to their subordinates.

11. SCOPE FOR FUTURE RESEARCH

The present study has focused on the impact of policies and practices on employee retention by the telecom operating companies in Karnataka circle. All the telecom companies operating in Karnataka are headquartered at Bangalore. In future, researchers may undertake study about the following topics;

- Skill analysis, competency mapping and analysis of the employees can be taken up as an independent research topic. Various strategies for skill mapping can be identified with extensive research.
- Job description and employee competency balancing can be further explored in order to get a reliable outcome, which can be the best resource for industries.
- Study can be conducted on how a company can emerge as a reputed brand in the industry. Areas to be focused in order to emerge as a brand not only in the product and services but also in handling employees can be further studied in detail.
- Usefulness of work from home option can be taken up as a research topic with special reference to retaining employees in the organisation purview.
- Every company, every industry has its own promotion policies and procedures. Study can be conducted to come out with an industry average policy for promotion which significantly helps in reducing employee turnover.
- Setting up of key performance indicators by the organisations for employees can be further researched in order to help the industry.

11.1 CONCLUSION

Employee retention management is an integral part of human resource management. Continuous learning on employees' expectations has become an unwritten function of the HRD. Over the years contributions by the scholars are accepted and implemented by the organisations which are found to be useful in retaining the employees by increasing their satisfaction level. But changes in time and expectations of employees have presented challenges for the organisation in confining themselves to a unique model of retention of employees. Every individual study, research work has contributed its level best outcome in providing output to industry experts. No doubt that the present study definitely will contribute to the field of knowledge in retention of employees. The researcher hopes that the outcome of this study is considerable and reliable for industry experts in retaining their talented employees.

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